Your Health Matters:
Staff Health & Wellbeing Strategy

NHS Lanarkshire

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Contents

Hello and welcome

Welcome to NHS Lanarkshire (NHSL) Staff Health and Wellbeing Strategy (2022–2025). The health and wellbeing of staff couldn't be more important to NHSL. It's far more than just a moral obligation, it is fundamental and is at the core to our vision and values. Our ambition is for NHSL to be recognised as a great place to work and thrive.

We recognise that there are numerous barriers that need to be addressed and overcome from front-line logistical issues to high-level strategic and financial constraints. As we move forward and consider new ways of working, we need to keep certain factors in mind to allow us time to reflect, to share, to recharge, to reconnect and to reset as we continue our recovery journey.

The aim of the strategy is to create the right conditions across the organisation for good health and wellbeing. The strategy recognises the value of the support that is currently available for staff to help them manage their health and wellbeing, when and if they need it both in their working life and personal life. There is a wide range of accessible options which include NHSL Salus Support Services, Staff Care and Wellbeing Services, Psychological Support Services for staff and Human Resource Services, Health Promoting Health Service, Health Improvement and staff side representatives. However, the breadth of this support is not known to all staff. We need to work together to create the right conditions to further improve access to staff health and wellbeing support.

The strategy supports our vision of ensuring that health and wellbeing is embedded in everything we do. Championing it at all levels across the organisation, means positive health and wellbeing behaviours, attitudes and values will be part of our everyday culture.

The strategy will adopt a holistic approach, fostering a culture of wellbeing around the total person. The focus will be on helping staff feel valued and supported both personally and professionally. We need to pay attention to the range of complex, inter-related factors that influence individual wellbeing. These can enable the mechanism for improvement such as organisational culture, leadership, environment and engagement. The strategy recognises that the choice of health and wellbeing initiatives, standards, individual engagement and behaviours as well as leadership and management approach all impact on staff health and wellbeing. This applies both in and out of our work environment. Staff need support to find the time, energy and space for self-care. Developing a compassionate leadership approach will ensure that health and wellbeing is everybody's responsibility.

We look forward to being identified as an employer of choice who cares about the health and wellbeing of our staff.

Eddie Docherty
Executive Nurse Director

Introduction

Being mindful that health and wellbeing may mean many different things to staff, the goal is that every individual in the organisation feels a connection to the strategy. The Chartered Institute of Personnel and Development (CIPD, 2016) defined wellbeing as 'Creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organisation.[7]' There is no 'one-size-fits-all' approach[23] to supporting staff health and wellbeing. The aim is to ensure that essential support services, resources, tools, opportunities and initiatives are accessible and provide the support to staff if and when they need it need.

As we start to reset as part of the recovery plan, greater importance needs to be placed on supporting staff who face inequalities in their health and wellbeing. Staff come from a range of backgrounds with different cultures, beliefs, abilities, experiences and needs. Support, resources and services implemented need to consider these differences so that the options do not knowingly preclude any staff group from accessing these vital pathways both virtually and physically. An inclusive workplace is one that values and welcomes individual differences in the workforce. NHS employers reported that many organisations have prioritized staff health and wellbeing[19]. However, initiatives have infrequently focused on the lowest paid staff. This group of staff are less likely to access workplace health and wellbeing interventions, potentially worsening health inequalities. Careful consideration and collaboration will be focused on the logistics of interventions, such as scheduling, location and mode of delivery to better engage with this group of staff; especially with the current cost of living crisis[10].

The health impacts of COVID-19 will be with us for the foreseeable future and will need to be factored into organisational plans and policies. Reflection and recognition of the journey staff have been on is essential as is time to reset. Staff want to be part of the consultation process that impacts their health and wellbeing at work and value a process that will allow their input. Tools and opportunities to explore what we associate with a culture of wellbeing needs to be given consideration. Our everyday practice should reflect that health and wellbeing is everyone's responsibility. We need to discover new ways of working that allow time for staff to have conversations about health and wellbeing during their working hours. We need to ensure our staff support services, resources and opportunities are fully inclusive for all staff.

Channels of communication need to have the potential to reach all staff to ensure we raise awareness of the platforms that staff can access to further support their health and wellbeing. Leaders are under considerable pressure in the current climate, and they will also be experiencing many of the same concerns as those they manage. Supportive environments are a key to implementing improved staff health and wellbeing outcomes and consideration on what tools and support leaders would find helpful should be investigated. Supporting health and wellbeing within the workforce can drive forward the momentum to create a positive working environment that can help staff to thrive at work[19].

Staff Health and Wellbeing Vision

NHSL corporate interim vision is that we are "living our best lives in Lanarkshire" (Our Health Together, 2022). To allow staff to live their best working lives in Lanarkshire, our aim will be to ensure that all staff[28], wherever they are based, have access to tailored, evidence-driven resources to promote and sustain their health and wellbeing as we implement the 3-year strategy to meet the needs of staff health and wellbeing. The aim of the strategy is to work with staff to integrate health and wellbeing into day to day activities to enable us to create a positive and healthy working environment that drives forward staff health and wellbeing and enables all staff to thrive.

The CIPD highlighted that an integrated approach to health and wellbeing can nurture heightened levels of staff engagement while fostering a workforce where individuals are committed to achieving organisational success[5].
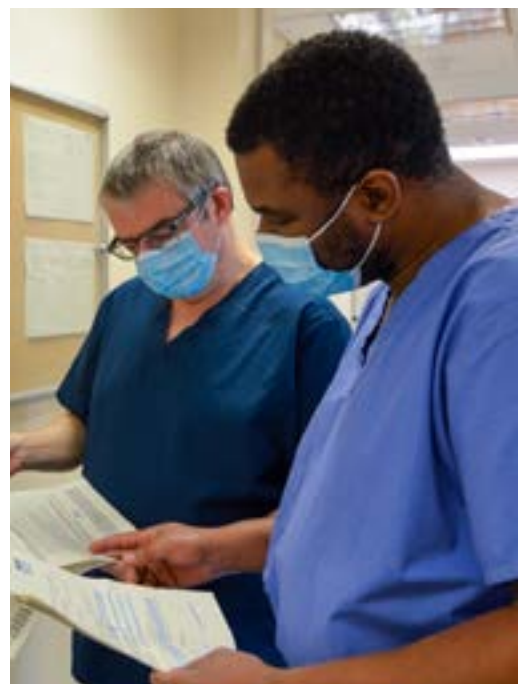
Staff Health and Wellbeing Objectives

Our mission is to support staff through a holistic, interactive, organisation wide approach that is aligned with NHSL values. Emphasising fairness (ensuring clear and considerate decision making at all levels), respect (valuing every individual and their contribution) and quality (setting and maintaining standards in everything we do) and working together (thinking, growing, delivering as a team)[28].

In our recent 'Your Health Matters – Your Opinion Counts' Engagement Programme, staff were asked what mattered most to them to support them to manage their health and wellbeing. They highlighted support from management and colleagues, adequate staffing levels, manageable workloads, flexible working, being treated equally, taking breaks, being valued, work/life balance, being respected and treated fairly. Recent studies on doctors[35] and nurses and midwives[2], highlighted that the wellbeing, flourishing and work engagement of health and care staff could be collated into three core needs. Namely, the 'ABC of core needs at work'. The core needs highlighted that staff need to have control over their work life and act with their own values. Staff need to be connected and supported by colleagues to feel valued, respected and supported. Also, they need to experience effectiveness in work to deliver valued outcomes. Meeting the core needs of health and care staff can help transform the working lives of staff and in turn, the safety and quality of the care that they deliver[11].

By working towards achieving our objectives, we want to actively empower an inclusive culture that enables staff to bring their whole self to their working environment. We will make every effort to achieve the following objectives:

1. To promote and encourage our workforce to recognise that self-care is an essential element to embedding staff health and wellbeing in everyday practice where we can all recognise and support those who require help
2. To work collaboratively and supportively to keep our staff safe, to raise concerns and to have the tools they need to look after their basic needs
3. To develop compassionate leaders
4. To review the working environment to ensure that it impacts positively on staff health and wellbeing and they are valued, respected and treated equally and fairly
5. To implement platforms to listen to staff and improve our understanding of staff needs, and invest in delivering accessible, effective practical support for all staff
6. To implement strong communication and engagement plans – both in physical and virtual settings to ensure that staff feel that they have a voice, are listened to and also appreciated
7. To prioritise actions on prevention and reduction of health inequalities among staff groups
8. To use data insights to provide an evidence base for health and wellbeing supports, to monitor trends and plan improvement.

Staff Health and Wellbeing Enablers

We recognise that our vision is ambitious and will be underpinned by the organisational enablers that will be instrumental in delivering our objectives and working towards staff living their best working lives in Lanarkshire.

Enablers are anchors and are seen as the meeting points and conduits providing the conditions where staff health and wellbeing and behaviours can thrive. They are the key to improving and nourishing staff health and wellbeing and engaging the workforce[29,32]. To facilitate the conditions for the enablers to be set in motion, we need to take a whole system approach of improving staff health and wellbeing over the next three years. The enablers consist of multiple interconnecting components which are integral to enhancing and maintaining staff health and wellbeing.

Our focus will be on four health and wellbeing enablers:

1. **Growing health and wellbeing capability**
   Where staff have time and space and are encouraged to actively engage with health and wellbeing services and resources and commit to growing and sharing these with others. Opportunities for staff feedback about current offerings so we can learn how to shape existing initiatives and plan new ones.

2. **Supporting health and wellbeing**
   Multiple opportunities to enhance staff health and wellbeing where the appropriate supports are available and accessible. The aim is to identify particular areas of need to deliver specific interventions designed to improve staff health and wellbeing. Our inclusive workplace approach will demonstrate that we value and welcome individual differences in the workforce. We will use an evidence-based and 'lessons learned' approach to deliver good practice across the organisation. There are opportunities to promote individual health and wellbeing and to improve the overall health and wellbeing of staff by promoting healthy behaviours and embedding prevention in day-to-day business and practice.

3. **Supportive Work Environment**
   Conditions are created where all staff can thrive with an emphasis on a sustainable work-life balance. We will strive to provide a work environment where staff health and wellbeing is not adversely affected. Staff also have a responsibility for looking after their own health and wellbeing which will be supported and encouraged by compassionate leaders.

4. **Connecting and communicating**
   Communicating how staff can access support available to them is vital. We will endeavour to provide sign posting to support staff so they are aware of what is available when and if they need it. We will endeavour to reduce the stigma that can be associated with accessing support and work towards reducing inequalities and barriers to good health and wellbeing for staff.

Dimensions of Staff Health & Wellbeing

There is no 'one size fits all' approach to health and wellbeing – we all vary in our health and wellbeing dimensions. Our ultimate goal is for staff to flourish and thrive and to support this we will focus on our pillars of wellbeing. The pillars need to be sustained by the individuals, peers, colleagues as well as by system level supports[19,29,32]. We need to find the time and space to nurture and promote our health and wellbeing within each of the pillars.

FINANCIAL

Financial wellbeing – to achieve financial wellness, an individual should be able to make enough money to cover necessary expenses in addition to unexpected costs and debts that might be just around the corner. Knowing how to save, budget and manage finances effectively is a great way to start maintaining a good level of financial wellbeing.

MENTAL

Mental/Emotional/Psychological Wellbeing affects how we think, feel, function and act. It also helps determine how we handle stress, relate to others, and make choices as well as how we see our lives and assess our own situation.

PHYSICAL

Physical Wellbeing is the ability to maintain a healthy quality of life that allows us to get the most out of our daily activities without undue fatigue or physical stress.

ENVIRONMENTAL

Environmental Wellbeing is defined as living a lifestyle that is respectful of our surroundings, establishing sustainable lifestyle approaches, and eliminating pollutants and excessive waste.

INTELLECTUAL

Intellectual Wellbeing means having an active mind, open to learning new things and choosing activities that keep your brain active and happy. It encourages active participation in academic, cultural and community activities.

SPIRITUAL

Spiritual wellbeing means the ability to experience and integrate meaning and purpose in life through a person's connectedness with self, others, art, music, literature, nature, or a power greater than oneself. It includes our relationship with the environment, our relationships with others, and with ourselves. Each person's spirituality is greatly impacted by the community they are a part of and their relationships.

SOCIAL

Social wellbeing is the extent to which you feel a sense of belonging and social inclusion at work. From the emotional connections that you make with other staff, to your values and how they relate to work.

Taking Stock of Staff Health & Wellbeing

In response to the Covid-19 pandemic, it was recognised that staff were working in different ways, with many not having access to Firstport, which traditionally housed all aspects of staff health & wellbeing information. A collective shared space was created on the NHS Lanarkshire website (www.nhslanarkshire.scot.nhs.uk/your-health-matters) providing easier access to users in addition to a 'one stop shop' for all health and wellbeing information and activities.

The pandemic has continued to have an extensive impact on ways of working and patterns of behaviour, with widespread implications for all staff health and wellbeing. The Bronze Wellbeing group (now Operational Staff Health and Wellbeing group) were the driving force in embedding staff supports during the pandemic. To further develop a strategic pathway and identify key priorities, the Strategic Health & Wellbeing group (SH&WB) was established in 2020.

'Your Health Matters - Your Opinion Counts' Engagement Programme (March-April 2022) was one of the tools implemented to provide an indication of staff health and wellbeing benchmarks and information on current and emerging staff health and wellbeing priorities. The themes emerging highlighted that staff needed time to reflect, reconnect, re-energise and reset. The findings highlighted that staff felt lessons could be learned about communicating health and wellbeing support. These included being inclusive for all staff, management/leaders being visible and supportive, review of staffing levels and raising awareness of flexible working options. The improvements staff recommended reinforced that what matters to staff to support them and help them manage their health and wellbeing are:

- having dedicated time and space for wellbeing discussions,
- knowing what support is available and where to access the support,
- supportive leadership and
- being consulted on changes that affect them and having a voice.

We need to move forward from staff feeling 'exhausted being exhausted'[18]. We should start to understand, provide leadership and promote collaboration on issues that have an impact on the health and wellbeing of staff. We plan to embrace compassionate leadership so our leaders can hold vital conversations about inclusion. These will ensure they listen and reflect on what staff are telling them and are confident to take the essential action to help address inequities and discrimination in the workplace (Appendix 1).

Measuring Staff Health and Wellbeing

The strategy will be a live document that will be adaptable to challenges and opportunities that may arise during the next three years. It will be reviewed on a regular basis to ensure it remains relevant to our vision and objectives.

The goal is to identify trends that impact on the health and wellbeing of the workforce and to implement measures to optimise wellbeing and mitigate any adverse effects of these trends. To measure the success of the strategy, a process of collaboration, reflection, review and improvement will be implemented. We will use a range of hard and soft metrics to measure the impact of our actions and ensure that staff health and wellbeing is central and at the heart of NHSL. The outcomes will focus on understanding the health and wellbeing needs of staff and then measuring if the organisation is effective in supporting theses needs.

To establish a baseline, the following data insights will be used to monitor the impact and outcomes of staff health and wellbeing:

- iMatter – The continuous improvement tool for employee engagement across NHS Scotland
- Referrals to support services (Salus Staff Support, Staff Care and Wellbeing and Psychological Staff Support Service)
- Workforce data – Attrition rates/Supplementary staffing
- Staff Engagement opportunities collating both quantitative and qualitative feedback from staff on their perception of staff health and wellbeing – 'Your Health Matters – Your Opinion Counts' engagement programme/Town Hall (virtual) Staff Health and Wellbeing week.
- Safety Culture Cards
- Your Health Matters webpage analytics

Staff Health and Wellbeing Governance

Staff health and wellbeing is a strategic priority where accountability sits with Strategic SHWB group who report to the Staff Governance Committee. The implementation of the strategy action plan and outcomes will be the responsibility of the Operational (SHWB) group along with other staff health and wellbeing groups/networks. These include Acute Site Staff Health and Wellbeing groups/Health & Social Care Partnership group.

Next Steps

Our approach will be to influence the culture so that staff health and wellbeing is core to our values and is integrated within our procedures, policies and working practices. We will increase visibility and awareness of health and wellbeing, making it accessible to all staff by improving signposting to internal and external resources. We want to empower staff to have confident conversations around health and wellbeing, to recognise and support those who require help. We will promote self-care and offer a range of resources, tools, and supports accessible to staff to support them to manage their health and wellbeing.

We will align with The Scottish Government's 'Improving Wellbeing and Workforce Cultures' Strategy (2022). This reinforces the importance of a positive working environment in which staff feel valued and can thrive as the best version of themselves. We will strive to ensure that all staff feel supported in the work environment as outlined in 'The Charter' (Appendix 2).

Staff health and wellbeing should be integral to NHSL goals and day-to-day operations and we realise that any efforts that treat it as an 'add-on' won't be effective. The strategy will form an integral part of NHSL vision, providing a working environment in which staff are able to enhance and maintain their personal and professional wellbeing. Also, to reach their full potential in a culture that provides space, time and support for self-care. Compassionate leaders will drive forward the task of embedding health and wellbeing into everyday practice, emphasising that health and wellbeing is everyone's responsibility. NHSL has the responsibility to encourage and provide guidance for staff, and create work areas and working conditions that facilitate the adoption and maintenance of healthy lives and working patterns.

An associated action plan will drive the strategy forward and will provide us with a picture of what matters to staff to help them manage their health and wellbeing both now and in the future.

What is compassionate leadership?

	Effective Leadership	Inclusive Leadership	Collective Leadership	Systems Leadership
Attending →	• **Direction:** A clear, shared, inspiring vision or purpose	• Clear, shared inspiring vision or purpose	• Everyone has leadership responsibility	• Shared vision and values
Understanding →	• **Alignment:** Clear goals for people and teams, aligned and springing from the vision	• Positively valuing difference	• Shared leadership in teams	• Long term objectives
Empathising →		• Frequent face-to-face contact	• Interdependent leadership across boundaries	• Frequent face-to-face contact
Helping →	• **Commitment:** Developing trust and motivation	• Continuous commitment to equality and inclusion	• Consistent leadership styles across the organisation	• Constructive and ethical conflict management
		• Clear roles and strong team		• Mutual support and altruism across boundaries

Source: www.kingsfund.org.uk/publications/what-is-compassionate-leadership

Appendix 2

The Charter

As a member of the health, social work and social care workforce, who enables or delivers care to the people of Scotland this Strategy means that my colleagues, team, employer and the Scottish Government will make the appropriate efforts to ensure that I feel supported when I'm at work. This means that:

1. My physical, mental and emotional wellbeing is supported and prioritised.
2. I am supported to grow and flourish in my role by being offered the right support, training and skills to perform at my best.
3. I am listened to and feel valued by my employer.
4. I work in a team that looks out for each other by being attentive, responsive and supportive to the wellbeing needs of all colleagues.
5. I am led by people that treat me with kindness and compassion, value the contribution I have to make and work with me collaboratively.
6. I am treated fairly by my colleagues and work in and alongside inclusive and diverse teams.

Source: *Improving Wellbeing and Workforce Cultures Strategy Overview*, Scottish Government

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Staff support can be accessed at:
www.nhslanarkshire.scot.nhs.uk/your-health-matters

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